

~~SECRET~~

Executive Registry

84 - 8017

30 AUG 1984

MEMORANDUM FOR: Director of Central Intelligence

FROM:

Executive Director

SUBJECT: Excellence (U)

25X1

1. Attached are the directorates' responses to your request for an update on the Excellence Campaign. (U)

2. The directorates have done a good job. Most of the approved recommendations of the Excellence Task Force have been implemented. Those requiring longer-term analysis are still under active review. They concern:

- creation of a phased retirement program, and
- development of CIA retirement options beyond CIARDS and Civil Service.

I will continue to monitor and report progress on them. (C)

3. Judging from the attached responses, the excellence campaign has involved employees at all levels in generating new ideas and improving communication. It is not possible in a short memorandum to summarize adequately the amount and quality of actions and ideas reported by the directorates. To mention only a few:

-- an innovative suggestion from the S&T Directorate to allow employees to donate unused leave to the Public Service Aid Society (PSAS) fund for emergency use by others who run out of leave as a result of serious hardship;

-- the DI's creation of over a dozen analytic task forces to work on discreet problems and then disband;

-- a concerted drive in the DA to reduce paperwork and bureaucracy in the areas of supply operations, procurement, vehicles, facilities, claims, and property accounting; and

-- the DO's "town meeting" open to all (D/O) employees and hosted by the ADDO and the Chairman of the D/O Committee on Excellence. (A second meeting is scheduled for this fall.) (C)



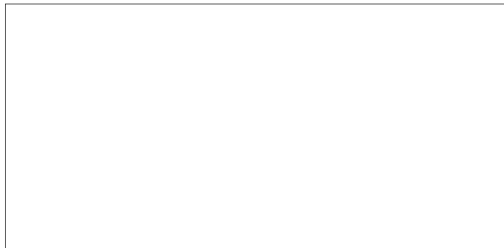
Downgrade to CONFIDENTIAL when separated from attachments. ~~SECRET~~

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4. Our task now is to keep alive the spirit that generates productive activity without bureaucratizing it. We need to foster a feeling of employee involvement in constantly seeking new and better ways to do our job. Managers must stay in close touch with their employees, encourage innovative suggestions and cooperative problem solving and, above all, listen and react positively to good ideas. We need to reward superior performance quickly and publically: with material benefits when possible, but also with a simple verbal recognition for a job well done. (U)

5. But most importantly, it seems to me, our leaders need to share with all employees their conviction that the Agency's mission is crucial, that it requires the very best efforts of all of us, and that what we do must be done well. People respond with the best they have in them when they are convinced of the value of their cause. Sustaining that conviction among employees is the most important contribution Agency leadership can make. (U)



25X1

Attachments

Distribution:

Orig - Addressee w/att
 1 - DDA w/att
 1 - DDI w/att
 1 - DDO w/att
 1 - DDS&T w/att
 1 - ER w/DO att only
 1 - PS (Excellence) w/att
 1 - ExDir w/att
 [] JAL (29 August 1984)

25X1

~~SECRET~~

DDA Registry
84-0217/90

ROUTING AND RECORD SHEET

SUBJECT (Optional)

Excellence

FROM: Harry E. Fitzwater
DDA
7D18 HQ

EXTENSION

NO.

DATE

3 AUG 1984

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Director
7E12 HQ2. Deputy Director of
Central Intelligence3. Director of Central
Intelligence

4. [REDACTED]

5. [REDACTED]

6. DDA

7. [REDACTED]

8. [REDACTED]

9. [REDACTED]

10. [REDACTED]

11. [REDACTED]

12. [REDACTED]

13. [REDACTED]

14. [REDACTED]

15. [REDACTED]

Bill,
I know you asked for 4 or 5 pages but I could not resist attaching reports to me from the DA Office Directors. If you find time please read them since they reflect a real dedication to the "Excellence" exercise.

3 AUG 1984

DCI
EXEC
REG

DDA Registry
84-0217/90

3 August 1984

MEMORANDUM FOR: Director of Central Intelligence

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Excellence

1. We in the Directorate of Administration (DA), as a whole and in each DA Office individually, have approached "excellence" with vigor, and it is paying off. I have seen many instances in the DA of a rekindling of the winning spirit which made CIA great. For example, in the Office of Personnel, the clerical recruiting group, after hearing your first "excellence" speech, was in the spirit of entrepreneurship inspired to set high and challenging recruitment goals. The group was successful in substantially increasing the number of clericals who entered on duty in the following months. It is this type of "bias for action" that is providing, in my opinion, the most lasting and beneficial product of the "excellence" exercise.

2. This paper provides the "4-5 page" summary you requested concerning actions taken by the DA in search of "excellence." Since there have been many more actions than can be contained in the summary, I have attached papers from DA Offices if you can find the time to read them. The following list of items summarizes our accomplishments:

a. Authority to approve Certificates of Merit and Meritorious Unit Citations is delegated to heads of career subgroups.

b. Control of an Office's FTE allocation is delegated to the Office Director.

c. Authority to approve Special Achievement and Exceptional Accomplishment Awards up to \$500 is delegated to heads of career subgroups, and authority to approve awards of \$501 to \$1,000 is delegated to the DDs.

d. Advance Work Plans are no longer mandatory.

e. Formal promotion recommendations from supervisors are no longer required.

f. On IG surveys of DA Offices, DA management will review each survey to determine the extent of dissemination to our employees.

g. We are providing periodic briefings, displays, and/or publications on career items of interest such as benefits.

h. Assignments of SIS 1/2 employees are delegated to DDs; cross-directorate assignments are approved by the Executive Director.

i. OTE is assisting other directorates in establishing Trends and Highlights courses.

j. OTE is addressing the Agency's Credo and the DCI's Checklist of Principles and Standards in its introductory courses for employees.

k. Existing policy that provides the authority to promote exceptional performers faster than established time-in-grade guidelines is reaffirmed.

l. The eight-hour donation rule for directed overtime is eliminated.

m. One means we are using to generate new ideas in the DA is the Directorate of Administration Advisory Committee (DAAC), a task force which consists of the DA Deputy Office Directors.

n. D/OP has tasked each component personnel officer to develop a checklist for new employees.

o. OTE has taken several steps to simplify procedures for external training.

p. An OMS Health Fair and a DA Career Day will be held in the fall of 1984.

q. A policy for security approval for training of the spouse of an Agency employee is established by

STAT

r. Shorthand is being abolished as a requirement for promotion (shorthand will continue to be a requirement for some positions).

s. Local purchasing authority has been delegated to operating components

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t. The equipment and facilities of the Headquarters Physical Fitness area have been improved.

u. A new certificate granting career status and a promotion certificate with an added reference to "excellence" are being printed.

v. We are continuing to market AIM in a way that will not raise expectations higher than our ability and resources allow us to deliver.

w. A concerted effort to improve the quality of life at Headquarters includes wallpaper in the elevator corridors and improvements to corridor lighting.

x. Security restrictions during the April 1984 Family Visitation Day were reduced relative to preceding family days.

3. Items suggested by the Excellence Task Force which are currently pending in the DA include:

- a. Emphasize dual-career tracks.
- b. Create special pay scales for high technology jobs.
- c. Consider a phased retirement program.

4. Actions we are taking to keep "excellence" alive include:

a. SIS students in the OTE Executive Development Program/Core course all read In Search of Excellence by Peters and Waterman. The course structure follows these principles, and there is a session on the DCI's objectives and the CIA Credo. As one of the Executive Development Electives, OTE plans to conduct a workshop on "excellence" in the late fall. The focus of the workshop will be strategies for the application of the DCI's objectives at the unit level.

b. OP produced a videotape on "Excellence" and is continuing to get enthusiastic reviews from audiences throughout the Agency. A second such tape will be produced by OP.

c. Thirty-nine D/OP notes, 12 Headquarters and Field Regulations, and four Headquarters Notices have been published by OP (and more will be published) with the aim of reducing bureaucracy or recognizing "excellence."

d. OC is making great strides at improving quality of life items for its overseas personnel. For example, OC moved to increase per diem rates so that our travelers

STAT

can reside in Western-style hotels. Also, OC provided small generators at [] to reduce the hardships imposed on employees and their families by long and frequent residential power outages. These are only two of the items which OC is using to improve the quality of life of our overseas OC personnel.

e. The Directorate of Operations has expressed increased concern about the safety and welfare of Agency employees assigned to certain overseas posts where crime and violence are rampant. In recognition of this serious concern, OS has made available several officers who joined with other DO volunteers in conducting a training course on personal protection techniques at selected overseas locations. It is likely that we will be assigning one officer to a [] because of his recognized expertise in the personal protection area. This program has received strong praise from Agency and State Department representatives at overseas posts.

f. OL has implemented and is continuing to implement items to reduce bureaucracy in the areas of supply operations; procurement; motor vehicles; real estate and construction; accounting for lost, damaged, or destroyed Government property; claims for lost, damaged, or destroyed personal property; household furnishings; and property accounting.

g. ODP has created a consulting services facility staffed with 14 consultants. It also has consultants at the new ADP Distribution Center to provide immediate assistance to end users with questions. This will provide an ongoing "excellence" service.

5. In the DA, we will continue to energetically get out the word on "excellence." For example, we use and will continue to use notices, briefings, videotapes, publications, and special events (such as carpool/vanpool fairs). The momentum for "excellence" is moving smartly in the DA and its Offices. We should continue to encourage "excellence" and to get out the word as indicated above. I have been frankly surprised at how much "excellence" activity is going on in the Agency. Now is the time to reflect on our successes to date that have resulted from "excellence" and to publicize them.

[]
Harry E. Fitzwater

Attachment

ADMINISTRATIVE INTERNAL USE ONLY

84-0217/81

ODP 84-1121

27 JUL 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Director of Data Processing

SUBJECT: Items of Excellence

1. Perhaps the most important recent action of ODP in recognizing excellence was our recommendation of awards for 37 individuals who were instrumental in making the EC (Early Capability) of SAFE operational.

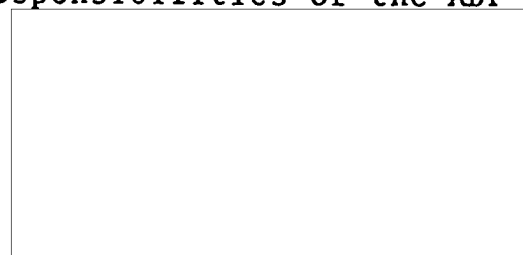
2. In terms of improving the working environment for our people, we have replaced approximately 45 desks with modular furniture that makes more efficient use of the space available and provides better access to terminals, word processors, and other pieces of equipment in the office. In addition, we have put 50 electric fans in place to help alleviate the warm and stuffy conditions in much of our Headquarters office space.

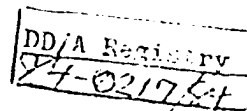
3. Several steps have been taken to improve our service to end users, including:

- Creation of a new Consulting Services facility staffed with 14 consultants.
- Assignment of consultants at the new ODP Distribution Center to provide immediate assistance to end users with questions.

4. To provide close and continuing communications with ADP Control Officers, we have done the following:

- Provide advance copies of ODP Tech Notes and instituted an ADP Control Officer Bulletin.
- Held several meetings with ADP control officers to explain the new ODP organization and to brief them on AIM, networking, and the responsibilities of the ADP Control Officer.





30 July 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM:

[Redacted]

Acting Director of Medical Services

STAT

SUBJECT: Items of Excellence

In response to your request the following are Office of Medical Services Items of "Excellence":

--Development of the Employee Assistance Program designed to identify and assist employees and dependents with personal difficulties they are experiencing and to assist supervisors to identify the source of performance concerns regarding an employee. Brochures, posters, tentcards, and other promotional advertising will be distributed within the next few weeks.

--Three employee health education presentations were held in the auditorium on 16 March, 31 May, and 27 June 1984. There are plans to continue these beginning in September and every other month thereafter.

--Instituted a new applicant medical screening procedure which permitted more applicants to be screened faster without the aid of additional resources.

--Instituted in-house depth perception and visual field analysis for imagery analysis of applicants thereby reducing processing time and costs of doing externally.

--Provided refreshments (coffee and donuts) for applicants who were required to fast 12 to 18 hours before their medical screening.

--Future plans include instituting a mammography screening program for breast cancer and automating all applicant and dependent processing procedures.

--All OMS component chiefs are now meeting on a regular basis to find ways to improve OMS clinical and operational support products by integrating OMS multi-disciplines more effectively.

SUBJECT: Items of Excellence

--Implemented an "upfront" PATB screening which allows all professional applicant test results to be reviewed and categorized by PSD psychologists. This allows earlier identification of the more suitable and qualified applicants that have begun processing. In early FY 85 PSD will activate a computer program designed to generate "skills bank" reports of test results directly from applicant test data stored in the PSD computer database. This will eliminate psychologists' time used in interpreting and writing the basic "skills bank reports" and allow Agency supervisors quicker access to a more detailed report. In addition, this will free psychologists to support other OMS and Agency clinical and operational programs.

--Reinstituted a quarterly Medical Newsletter containing articles more germane to the Agency and its employees.

--OMS is currently planning a Health Fair for late fall 1984.

--Updated the quality and capability of the current Headquarters fitness facilities and began planning the facilities for the new building. These facilities along with the two new program positions will allow OMS to develop and offer a more comprehensive program.

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DD/A Registry
54-0217/82In Search of Excellence in the
Office of Communications

1. The Office of Communications (OC) is seriously considering ways to strive for excellence in every undertaking that involves us. We are aggressively consulting with communications customers to ensure that they receive excellent support in the future without unduly burdening the taxpayer. This effort encompasses complex plans for new building communications systems, the recapitalization program and extensive crisis communications systems. Also included are refinements to our basic service, e.g., the reduction of paper as the Automated Printing and Reproduction System (APARS) and the SAFE system are more effectively used (present savings are \$10,000 per month). OC's most noteworthy effort towards excellence has been in the area of people and this year has been dedicated as the "Year of the People" to illustrate this emphasis.

2. OC is moving vigorously to recruit and retain more qualified people to accomplish its mission as well as provide an improved work environment. It is our intention to have sufficient staff to provide training time and leave periods while keeping our facilities staffed at reasonable strength levels so that work demands are tolerable. While working within the framework of our regulations, we have moved away from our traditional pattern of applying Agency financial regulations so literally and conservatively. This flexibility is being applied in the interest of our employees. In the quality of life area we have:

a. Moved to increase per diem rates [] so that our travelers can reside in a Western style hotel.

b. Liberalized OC's policy concerning the provision of [] vehicles where local transportation does not meet our mission needs. OC personnel have traditionally been the first called to duty but the last on the [] list.

c. We have provided small generators [] to reduce the hardships imposed on employees and their families by long and frequent residential power outages.

d. Increased some benefits and are working to provide others at [] to offset high living costs and poor living conditions at this remote site.

e. Provided rental vehicles for up to five days of processing between tours for our overseas people. This will ease both the physical and fiscal burden of OC employees trying to process and train in a short period of time at diverse facilities.

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f. Funds were provided for improved air conditioning and modern bathroom fixtures in the living quarters at [redacted]. We are now seeking \$400,000 for new furnishings for these quarters.

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3. A great deal of energy and resources have and will continue to be expended to technically train OC employees to operate, maintain and manage the ever more complex communications network. We have recently moved to improve our training to go beyond the basic technical necessities:

a. To improve the quality and readiness of our graduate communicators we have recently provided an extended training experience of up to one year, prior to assignment overseas, [redacted] or in the Headquarters Center. This new opportunity provides a "hands-on" experience for new employees so they can develop operational knowledge prior to a field assignment. A reduced per diem rate has also been applied to this extended training period to offset the high cost of maintaining a temporary residence in this area.

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b. With the Office of Training and Education assistance, special offerings of behavioral training courses are scheduled for 125 OC employees between assignments this summer. This will be the first such opportunity for our overseas cadre to receive this type training on this scale. This effort will be continued.

c. The Office provided an evening OC lecture series entitled the Mini-Masters covering subjects as diverse as personnel management, planning and budgetary processes, modern equipment usage, satellite and high frequency radio concepts and liaison relationships. A real world approach was taken in these presentations by OC managers. Average class attendance was 48 with 27 employees qualifying for certificates by attending six of the eight lectures.

4. Just a few of the ways OC is moving to recognize and reward its employees for excellence on the job follow:

a. Ten percent of OC employees received some form of cash award and/or certificate award during the past year.

b. OC is aggressively using its promotion headroom to promote more deserving employees and to ensure pay equity. In the past ninety days OC has upgraded or applied grade points to erase deferred grade allocations for [redacted] positions.

STAT

c. OC, with the Office of Personnel's assistance, is developing a "pay banding" proposal which will provide for a closer relation between performance and pay. This system

will be tested on our communicator cadre of [redacted] employees and if it provides the incentives necessary to attract and retain personnel as expected, other groups will be included.

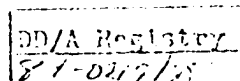
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d. We are in the process of developing a monetary award for our singleton communicators who by necessity are confined to their post of assignment on a standby basis.

5. OC is moving to change the image of our people. The fact that they are intelligence officers supporting an intelligence mission is being stressed. We are pushing to obtain more [redacted] at every opportunity. In addition, we are sending a variety of our key-skill people outside the Office on rotational assignments for the experience and to demonstrate to others the high caliber officer that OC produces.

STAT

6. The caliber of performance of OC employees under the most arduous circumstances is legend. In the past, their sheer stamina and self reliance filled the gaps in an old and fragile network. The Office is determined to inspire new members of this uniquely skilled group to seek the professional and personal achievement of their predecessors. And, to provide an organization which encourages the characteristics of excellence.

CONFIDENTIAL

30 JUL 1984

MEMORANDUM FOR: Deputy Director for Administration
FROM:
Director of Security
SUBJECT: In Search of Excellence

25X1

Harry:

1. Reference is made to your recent verbal request that we expeditiously provide a list of "excellence" items which have been developed by the Office of Security in recent months.

2. I have taken the liberty of attaching a copy of my memorandum of 15 February, which indicated to you the very strong emotional feelings generated within the ranks of this Office as a result of the DCI-initiated excellence exercise. The point was made that there was a lot of honest soul-searching; the Central Intelligence Agency is indeed a unique organization, with a special mission; our people are our most precious commodity, and we should avoid at all costs the trend towards bureaucracy for fear that the Agency will lose its elite status.

3. The exercise definitely started a "fire" at various levels in the Agency, almost like a religious experience, and there was a body of opinion within the Office of Security that we need to "rekindle" the winning spirit which made CIA great. The new Agency credo has captured the basic message, and certainly seems to imply that there is a somewhat special psychological contract between Agency management and our employees - with obligations on both sides.

4. A central theme of our earlier paper is that the Agency has a rich tradition of excellence; communications should be kept open; and we should appropriately reinforce at every opportunity the fundamental importance of the Agency "family." A number of my officers who recently saw Bob Magee's videotape on excellence concluded that this is a fine initial effort to communicate the basic importance of our national security mission, and reaffirm our rich Agency heritage. The sense of "belonging" was well recognized by the DDCI in one of his auditorium talks, when there was the comment that people ought to pay to work here.

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WARNING NOTICE
INTELLIGENCE SOURCES
OR METHODS INVOLVED

CONFIDENTIAL

OS 4 1667

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5. The Office of Security has nothing sensational to report in terms of accomplishments on the excellence front. We are not on a dramatic new course. I believe it is safe to say that we have been trying to light a few candles in a program aimed at revitalizing the office; delegating a bit more authority; encouraging the flow of fresh ideas; reminding our new employees of past Agency successes; and stressing at every opportunity that we have a close-knit, family-type organization. There has been some considerable focus on maintaining or improving lines of communications at all levels.

6. In response to your request, the Office of Security is providing you with the attached list of "excellence" items. In making this list available to you, we would merely urge that the matter be kept in perspective and be viewed as a single package. Our concern is that the individual items, viewed out of context, could be misconstrued. This program started on a high idealistic level, and we would not want it to be perceived as an attempt to toot our own bureaucratic horn, especially when there are rather strong feelings against bureaucratic red tape.

25X1

Attachment

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ARE CLASSIFIED CONFIDENTIAL

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OFFICE OF SECURITY INITIATIVES IN EXCELLENCE

1. Security Officers' Training Program

All newly hired security professional trainees are provided with a basic four-week training program designed to familiarize these individuals with the Agency, the Directorate, and the Office of Security. They are personally welcomed to the Office through a "one-on-one" session with the Director of Security, and they are briefed extensively on career development issues. As an important ingredient of this program, these new Security careerists now receive detailed information concerning our rich security tradition and our supportive roles in major Agency programs [REDACTED] A strenuous effort is made to generate a team spirit, comraderie, and a sense of belonging to the Security family. Critiques suggest that this is an excellent endeavor.

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2. Orientation for New Clericals

Approximately every three months all newly hired clerical employees are provided with a one-day orientation program in order that they might meet with the Director and Deputy Director of Security, as well as other line managers. We address such issues as personnel management, internal/external training, Office of Security mission/organization, and office automation. There are formal presentations as well as "coffee and donut" sessions where these new employees can meet and talk with senior managers and senior secretaries in a relaxed, informal atmosphere. This has been a very successful program.

3. Summer-Only Employees

We have recently established a half-day program for the Office of Security's Summer-Only employees, who are briefed on our organizational structure and personally welcomed by the Director of Security. The feedback from the employees has been generally favorable.

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7. Bi-Weekly Staff Meeting

We have continued our program of holding bi-weekly staff meetings in the Office of Security conference room. Attendees include the area security officers and all supervisors above the GS-14 branch chief level. We are as forthcoming as possible concerning significant developments in the Agency and the Office of Security. As an outgrowth of the meeting, the Office of Security also disseminates

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"Staff Notes" which highlight the major items at the meeting and provides data on personnel promotions and reassignments. In the very recent past, we have also made it a point to send out "Staff Notes" on interesting items, even if it is on a week when there was no formal meeting.

[REDACTED]

25X1

8. Videotape Program

Within the last 45 days, we instituted a program of providing [REDACTED] video equipment so that field personnel would have the opportunity to view the bi-weekly staff meeting and other special events, as determined by the Director of Security. Our Security Education Group is building up a modest collection of interesting items, which includes the Director of Security's presentation on personnel security problems. We have plans for the development of a number of worthwhile video programs, and the Director of Security is committed to one which will stress the traditional positive aspects of security support. Most certainly, the Director of Personnel's presentation on excellence can now get wider dissemination to our representatives in the field. The equipment has been purchased and will be on site in August 1984. We see great potential in this program.

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9.

[REDACTED]

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10. The Personal Protection Program

The Directorate of Operations has expressed increased concern about the safety and welfare of Agency employees assigned to certain overseas posts where crime and violence are rampant. In recognition to this serious concern, the Office of Security has made available several officers who joined with other DO volunteers in conducting a training course on personal protection techniques at selected overseas locations.

[REDACTED]

25X1

[REDACTED] because of his recognized expertise in the personal protection area. This program has received strong praise from Agency and State Department representatives at overseas posts.

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CONFIDENTIAL

11. Agency-Wide Security Support

The concern for our Agency employees takes shape in many forms and is not encumbered by geographical boundaries or parochial considerations. The Security Duty Office is open 24 hours, 7 days a week, to render assistance to all employees, regardless of rank or position.

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[REDACTED]

We strongly believe that this is an elite organization whose personnel are deserving of special considerations in their moments of need. Those who have been helped could best assess the value of this effort.

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12.

[REDACTED]

13. Briefing for Security Spouses

One of the recent "excellence" initiatives related to [REDACTED] on the training of certain spouses of Agency employees. Although our program is still in the preliminary/developmental stage, the Office of Security is now giving considerations to the establishment of a 2 - 3 hour session for the spouses of new Security professionals. Since spouses play such a vital role in the overall career progression of our officers, this is considered to be a worthwhile effort to "bring them into the family."

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CONFIDENTIAL

84-356

DD/A Registry
94-0217/86

30 July 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Director of Information Services

SUBJECT: Excellence--Your Report to the DCI

STAT

1. When assuming this Office, I came with little knowledge of its work and absolutely no expertise in its technical programs. Yet I did not come to the job empty-handed. From my earlier career I acquired some knowledge about and experience in running a Career Service and developed some reasonably good instincts about the needs of employees. That prior experience has really been of help here because from almost my first day it became clear that the Career Service aspects of this Office needed attention. In addition, and as I told our people at our first meeting, the OIS image has not been a good one, and I was determined not only to improve Agency awareness of the importance of our work and the value of our careerists but also to improve their own self-image and pride in what they do. Toward these ends we have taken the following actions.

- a. We have expanded our weekly staff meetings to include all senior Records Management Officers throughout the Agency. In addition, we started the practice of inviting several junior careerists to attend these meetings. For the senior officers who regularly join us, this weekly meeting keeps them informed of what is happening in the central office; and in turn they bring to our attention items of interest or problems they are having. For our invited attendees, this gives them a chance to see their senior staff in action and gives us a chance to get to know them better.
- b. Throughout this past year, we have been having a one-on-one meeting with each careerist down through the GS-12 level. These discussions will continue in order to reach the remaining employees in the lower grades. These meetings provide an opportunity for the careerists to talk with us off the record as openly and as directly as they wish; it allows us to get to know them better.

- c. Decisions concerning our budget and our expenditure of funds are no longer made unilaterally. Beginning last year, I started the practice of monthly budget meetings with our senior staff. During these meetings we talk about needs and requirements against available funds and reach a consensus on what OIS does with its money. The reaction to this practice has been overwhelmingly positive because our Division Chiefs are participating in the management of this Office.
- d. We have made periodic visits to components to meet with our careerists assigned outside OIS and will continue this. In the central office I have been able to spend time each week in each of our divisions.
- e. We have been holding periodic rap sessions with careerists throughout the MI subgroup. Since the response has been quite positive, we will continue these sessions.
- f. Last year we started the practice of sending copies of the weekly report we send to you to the senior component Records Management Officers. (We strike any particular item that has been sent to you for your information only or any other sensitive item that ought not to be widely circulated).
- g. We have asked our senior Records Management Officers outside the central office to hold regular staff meetings with their MI colleagues in their Directorates so that these careerists also may know what is going on.
- h. Again, toward the end of involving our careerists in the management of OIS we have made some significant changes in our panel system and its operation. An assignment panel has been created which consists of the heads of our four MI subgroup career panels. This practice involves employees down to the GS-11 grade level in the OIS assignment process. In addition, I started the practice of not simply receiving panel rankings or promotion recommendations but rather sitting with each of the panels to discuss the results of their work. To date, we have been able to reach a consensus on the final action to be taken. Again, this practice has involved MI careerists in the personnel management aspects of running this Office.

2. All authorities vested in the Director of Information Services which properly can be delegated have been. Moreover, during my first week as the Director of Information Services, I promised the Division Chiefs that I would "not tell them how to suck eggs" but would expect them to run their divisions and to keep me informed. I encouraged them

to seek my help when it is needed and never to hesitate to propose some initiative or innovative change in our work. I believe you are already aware of some of the significant progress we have made and the momentum which has been generated with your tremendous financial support.

3. Much of the progress we have made in OIS preceded the Director's quest for excellence but his and your emphasis have spurred us to search even more for better ways to do what we are charged with doing and to add to our employees' pride in their Agency employment. Our other contributions to excellence have taken the form of suggestions to you for changes in past practices and procedures, some of which have been accepted.

4. This is a small office with diverse functions and employees spread throughout the Agency. In many ways managing a small office is more difficult than managing a large one. Given the level of our work and grade structure, it has been difficult to develop career paths for our careerists but we have had some measure of success. Also, we have had some success in getting some upgrades of positions and are hopeful that we will get even more. We must explore every possible way to offer more of our careerists the opportunity to reach senior levels. Our greatest success has been in the area of communications; there is little if anything that we do that is not brought to the attention of all. In addition, I sense that our people are beginning to believe more in themselves and in the Office. I can assure you that OIS is fully committed to the DCI's and your objective for attaining excellence in all that we do.



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S E C R E T

DD/A Registry
84-000791

31 JUL 1984

ADPP 165-84

MEMORANDUM FOR: Deputy Director for Administration

FROM: Allen R. Elkins
Director of Finance

SUBJECT: Office of Finance Initiatives In Pursuit of Excellence

1. The Office of Finance is proud to set forth the following initiatives which, as part of a long-term and on-going effort to increase productivity and enhance financial support to the Agency, have been accomplished or are in a planning or developmental stage:

a. Field Accounting System (FAS)

This is an automated accounting and reporting system for Agency field installations which is in use in differing stages of development, at [redacted] It has greatly eliminated document retention at those Stations and affords easy destruction of financial records in the event of an emergency. The system provides the Stations with much more current data than possible with the manual procedures and eliminates most of the budget forecasting problems inherent in hard-copy reporting by pouch service. The latest version of FAS, which builds and expands upon the experience OF has gained since the initial 1931 version, is in final development and may be installed at [redacted] this year. In concert with the FAS effort, OF is studying ways to implement electronic signatures for approval and certification purposes and the creation of an electronic audit trail.

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b. Contract Systems Audit Division (CSAD) Use of Portable Grid Computers

CSAD is using Grid portable computers at on-site audits of commercial contractors and in negotiations where contract terms or financial data are changed. The CSAD auditor, during negotiations, has the capability of instantly recording the changes and seeing the results immediately. Cost savings are enjoyed by shortening the audit time required and by providing accurate data instantly during the negotiation process.

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S E C R E T

S E C R E T

p. OF Reorganization

OF has been reorganized with the Deputy Director for Financial Operations responsible for responding to problems and requirements of our Careerists detailed to the external service, and with centralized development of large automated systems under the Deputy Director for Financial Systems. The reorganization aligns senior manager responsibilities with the major functional areas of responsibility.

2. This Office has taken, and will continue to take, a hard look at procedures and functions to determine where continued improvements can be made.

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Allen R. Elkins

S E C R E T

S E C R E T

h. Married Couple Entitlements

OF was instrumental in the establishment of the policy for equal entitlements to Agency employees married to each other and assigned PCS to the same post. Long advocated by OF, this policy is one of fairness and is in keeping with the tenor of the times.

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k. Quality of Life Improvements

OF Registry has been refurbished with new furniture, equipment, carpeting, and room dividers. Personnel have been issued smocks for protective purposes and a dreary office has been transformed. Morale and productivity have shown a marked rise in response to these actions.

1. Reduction in OF Forms

This Office, responsible for 302 financial forms, eliminated 29 forms during FY 83/84. OF was commended for this reduction by the Chief, Records Management Division.

m. Computer Assisted Instruction (CAI)

A CAI software package has been developed by OF; it can be used for any instructional purpose desired. It is a unique, user friendly system which is available for Agency-wide use.

n. Cable Traffic

At present, Monetary Division makes two trips daily to headquarters in order to bring OF cable traffic to Key Building. This system delays OF response to action required cables. Action is being taken through use of Programs established for the DESIST system to have our cable traffic made available on terminals at Key Building. Considerable time savings will be possible with this capability and reaction to requests to provide operational support enhanced.

o. Cash and Bank Reconciliation Systems

Systems are being developed by OF which will provide a continual balance of cash-on-hand and automate the labor-intensive reconciliation of [redacted] accounts. Implementation of these systems will have a large payoff in increased monetary control and greatly reduced reconciling efforts.

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S E C R E T

S E C R E T

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Allen R. Elkins

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S E C R E T

DE/A Registry

84-0217/37

OTE 84-1500

3 JUL 1984

MEMORANDUM FOR: Deputy Director for Administration
FROM: [REDACTED]
Director of Training and Education
SUBJECT: Status Report--Search for Excellence

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The Office of Training and Education (OTE) has undertaken several initiatives since the last status report as part of our continuing effort towards promoting excellence. A brief report of these initiatives follows:

o In response to numerous requests from Agency training officers for additional writing courses, the Communications Training Branch conducted an Agency-wide writing needs assessment. The outcome of the assessment indicated a strong desire for a multi-level writing program (remedial to advanced composition) as well as the need for job-specific writing. Candidates for both staff and independent contractor status have been interviewed to obtain the resources to implement the recommendations of the needs assessment.

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[REDACTED] Several computer programs have been identified for possible use in the planned multi-level writing program.

o SIS students in the Executive Development Program/Core Course all read In Search of Excellence by Peters and Waterman. The whole course structure follows these principles, and there is a session on the DCI's objectives and the CIA Credo. As one of the Executive Development Electives, we plan to conduct a workshop on "Excellence" in the late fall. The focus of the workshop will be strategies for the application of the DCI's objectives at the unit level.

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CONFIDENTIAL

SUBJECT: Status Report--Search for Excellence

o A Computer Based Training (CBT) group was created on 30 April to serve as OTE's focal point for CBT. After an initial training program conducted 4 - 8 June, the CBT staff began work in mid-June. An Interdirectorate CBT Group has been formed and held its first meeting on 14 June. The OTE CBT Group is serving as the secretariat for this information-sharing group, which will meet next on 16 August to hear a report from NPIC on the use of CBT in the training of imagery analysts.

o The first OTE in-house course, Fundamentals of AIM, is currently being written by the CBT group staff and should be completed in late 1984 or early 1985. The first two lessons of the AIM course will be used in a comparative study of the two authoring systems being considered for implementation in the SAFE Training Program.

o OTE is obtaining CBT expertise from consultant

[redacted] Her advice is initially being sought in four areas: 1) preliminary assessment of mainframe-delivered courseware in courses taught by the ISTD; 2) advice on how to structure the OTE effort in mainframe CBT delivery; 3) advice on how to approach the question of micro-based CBT delivery; 4) advice on how the Office should approach the whole question of CBT implementation and the role of the CBT Group in this.

o An initiative was developed by the Analysis Training Branch to train Intelligence Community Analysts in the methods of intelligence analysis. Preliminary discussions with several Agencies clearly suggest a positive response to the proposal. If approved, six courses designed to meet the particular needs of the Community would be developed and implemented during FY 1986.

o A program is ongoing which will identify the specific training needs of the professional DS&T officer. This effort conducted in conjunction with the DS&T has involved a review of [redacted] different position descriptions to identify specific needs. When the validation effort is completed, an appropriate curricula will be established as was done for the DI during FY 1983.

o A National Warning Course to train Community analysts on the production of warning intelligence was developed at the request of the National Intelligence Officer for Warning. After the first running in June received such pervasive interest from the Community, it was included in the FY 1985 program and is fully subscribed for the entire year.

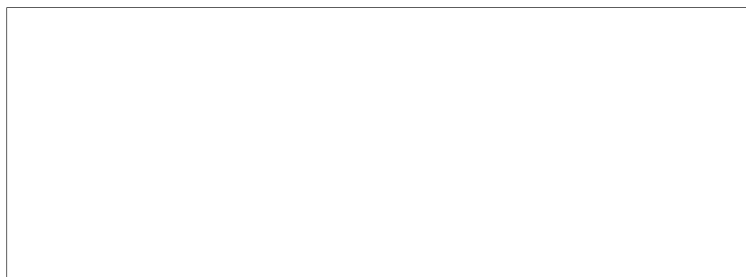
SUBJECT: Status Report--Search for Excellence

o The Career Training Program has been restructured to meet the needs of all directorates in the Agency. This enhanced program stresses the one-Agency concept reinforced by long periods of common training among the career trainees (CTs) destined for different directorates. Included in this new program is the requirement that all non-DO CTs take operations familiarization to acquaint them with the principles and concepts of clandestine field activity. The program concludes with directorate-specific training designed to prepare CTs for their ultimate assignment. All directorates have pledged their support to the new Career Training Program and over the next three years we anticipate training upwards of CTs per year. .

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o Prior to the development of the new Secretarial Training Program, there were only eight general courses offered to the secretarial/clerical employees in the Agency. The new program consists of 25 courses designed primarily for secretaries and administrative support personnel. The following courses have already been introduced on a pilot basis: 1) Management Skills for Secretaries and Administrative Assistants, 2) Women in the Work Force, 3) Role of the Secretary in an Automated Office, 4) Effective Oral Presentation, 5) Getting Your Ideas Across, 6) Stress Management, and 7) Time Management. Response to these courses has been overwhelmingly enthusiastic. The remaining courses will be introduced during FY 1985.

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DD/A R
84-2265

JL 30 224

MEMORANDUM FOR: Deputy Director for Administration

FROM: Robert W. Magee
Director of Personnel

SUBJECT: Office of Personnel Response to Excellence

1. During our recent Quarterly Review with you, we reported our progress on a variety of issues related to "Excellence"--regulations and notices published, Director of Personnel Notes issued, briefings given by senior OP officers, and a variety of other topics which are enumerated in paragraph 4 below. These are important contributions, but I would like to provide you with a few lines that speak to the "Spirit of Excellence," incidents in OP which demonstrate the spirit the DCI is trying to capture.

2. Perhaps the most vivid example of a motivated group is OP/Employment Division IV--the clerical recruiting group. Up through 1983 the clerical recruiting effort was routinely bringing in from 30 to 45 new people a month. Following the DCI's speech, Division IV set a goal for itself to demonstrate its commitment to Excellence--in March the EOD goal was set at 70. They fell a little short and were only able to EOD 63 people. That only served to motivate them to reach a higher goal. Division IV in April EOD'd 90 people. Their self-established July goal was set even higher. There were 120 scheduled to EOD by Monday, 30 July. I cannot think of a more vivid example of "Excellence." These achievements were not the result of a mandate. They are a demonstration of the sense of unity of purpose and team spirit that the Division IV managers have instilled in their employees. One only need ask around about the need for secretaries, clerk typists, finance assistants or security escorts to learn how significant an accomplishment this truly is. We don't believe this is an aberration. It is an affirmation of belief in the Agency's purpose and pride in one's work.

3. Pride in the work unit is not limited to large, visible components. I recently did some MBWA, and in OP/TRB (the OP File Room) discovered a real sense of pride. As you know, we recently computerized the system whereby component personnel officers request Official

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Personnel Files. The system has improved the efficiency of TRB and in spite of the fact that it is located outside Headquarters, in over 80% of the cases files are delivered to the requestor within two work days. This is not done without some turmoil, however. The area in which files are pulled and packaged for delivery is crowded, and the furniture is makeshift at best. To the extent they could, the TRB folks have organized and dressed up the space, but they know they could be even more efficient with the proper equipment. So they asked me for it. They have the same high spirit which is demonstrated in Employment Division IV, without having the glamour attached to a recruiting function. So, I am going to find the bucks to buy the furniture they need--\$7,000 is a small price to pay for the productivity increases we hope will follow from the purchase. The people were visibly excited when told they would get the furniture they wanted. They know they are part of a great Organization; they know they make a contribution to the greater good.

4. In terms of quantitative measures, you will recall from our Quarterly Review that the following actions have been taken:

- a. 39 Director of Personnel Notes have been published;
- b. 12 Headquarters and Field regulations are in the process of being published with the aim of reducing bureaucracy or recognizing Excellence;
- c. Four Headquarters Notices have been published for the purpose cited in (b) above;
- d. We have begun several new initiatives, such as special payscales for high tech categories (Commo banding);
- e. We have produced a videotape on "Excellence" and are getting enthusiastic reviews from audiences throughout the Agency;
- f. A second "Excellence" videotape is in process; and
- g. Senior OP managers continue to provide informative briefings on subjects such as health benefits improvements, retirement legislation and domestic relocation to a variety of Agency audiences as we continue to monitor these topics and prepare a response to protect Agency equities.

5. You know we are heavily committed to the DCI's program. There are two words which sum up the OP attitude. We believe.


Robert W. Magee

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DD/A Registry

30 JUL 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM: Daniel C. King
Director of Logistics

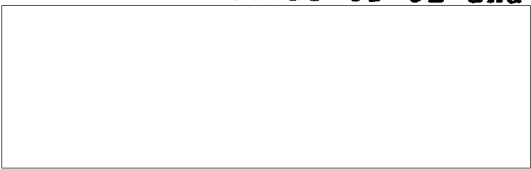
SUBJECT: Pursuit of Excellence

1. As you requested, we have conducted a review of Office of Logistics (OL) efforts keyed to the Director's pursuit of excellence objectives. Attachment A and B present a summary of those efforts, which we believe represent a significant contribution not only to the search for excellence but to the maintenance of excellence as well. Since OL responsibilities cover a wide and diverse spectrum of activities we have, for the purpose of clarity and ease of reporting, elected to report our efforts as follows:

Attachment A represents action by OL to reduce bureaucracy. Primarily, the actions listed have been effected through regulatory change and greater delegation of authority and responsibility.

Attachment B which you will recognize as information presented at our recent planning conference with you, provides a listing of the many and varied ways through which OL currently communicates. You will also note that this listing is divided into two major categories and at the end of each category are listed additional planned activities to further improve OL communications.

2. In the other areas of concern to the Director, we continue as always to encourage sensible risktaking, creativity and innovation among all OL employees, and we appropriately recognize and reward the many outstanding performers and deserving individuals who contribute to the success of OL and the Agency.


Daniel C. King

Attachments

OL 4135 84

REDUCING BUREAUCRACY

a. SUPPLY OPERATIONS

(1) Operating components are no longer required to provide OL with signature cards for approving officers authorized to sign requisitions.

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(3) Authority has been delegated to a Chief of Station to approve the sale of government property to employees when that property is properly advertised and the employee is the high bidder.

(4) The authorized line item limit for requisitions to the Small Purchases Section [] has recently been raised from \$300 to \$500.

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b. PROCUREMENT

(1) A new policy was recently established to permit components to make purchases up to \$1,000 per transaction without OL involvement, using funds from either an imprest fund or Office of Finance disbursing element. The previous limit was \$300.

(2) Another recent change in procurement policy involves a change in the dollar limitation for non-competitive procurements. The threshold has been raised from \$1,000 to \$2,500.

(3) A recent revision to the regulation governing [] procurement raised the limit that a COS or COB

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can authorize without Headquarters approval from \$3,000 to \$5,000.

c. MOTOR VEHICLES

The recent revision of regulations covering motor vehicles has resulted in a delegation of authority to Operating Officials to manage their Table of Vehicle Allowance (TVA) directly without OL approval as long as there is no overall increase in the number and type of vehicles. Also optional accessories for vehicles previously required Deputy Director approval; now only Operating Official approval is required.

d. REAL ESTATE AND CONSTRUCTION

(1) A recent change to the regulation governing Headquarters Area Logistical Services raised the level of what the Director of Logistics can approve for building alterations from \$25,000 to \$100,000. This authority has in turn been redelegated to the Chief, Real Estate and Construction Division (RECD) and to the Chief, Headquarters Operation, Maintenance and Engineering Division (HOME) OL.

(2) In addition to the above, the following changes are currently being incorporated into the regulations governing Real Estate and Construction

- Raising the Deputy Director approval authority for the purchase of new property or for new construction from the present \$25,000 to \$100,000.

- Similarly, raising Operating Officials' authority from \$5,000 to \$25,000.

- Also, the authority for leasing additional space to be raised: Deputy Director from the the present \$25,000 in annual rent to \$100,000; for Operating Officials from the present \$1,000 to \$4,000.

- A recent change to the complement field regulation increased the total cost of alterations, repairs, and new construction that a COS or COB can approve from \$1,000 to \$2,000 for a single structure and from \$5,000 to \$10,000 for multiple structures.

e. ACCOUNTING FOR LOST, DAMAGED, OR DESTROYED GOVERNMENT PROPERTY

In process is a revision of clarify the point that a report or survey need not be made for any loss or destruction of property when it is readily

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apparent that no one was at fault (negligent) or there was no unauthorized use or disposition. Since this point is frequently overlooked, needless survey reports are often sent to the Headquarters Survey Review Board. The revised regulation will stress that the chief of activity has the authority to write off such property without having a report of survey prepared, although he may forward such action to higher authority if he wishes.

f. CLAIMS FOR LOST, DAMAGED, OR DESTROYED PERSONAL PROPERTY

Recently the value of claims that can be settled by the Chief of Component rather than be referred to the Headquarters Claims Review Board (HCRB) was raised from \$100 to \$300. Also, for claims that are sent to the HCRB (over \$300) the Chairman/HCRB can now adjudicate without the participation of the rest of the Board all claims of less than \$2,000 vice the previous \$1,000 limit. This results in much faster resolution of claims.

g. HOUSEHOLD FURNISHINGS

A recent revision to the regulation governing household furnishings authorized each area division to make minor adjustments to furniture authorizations and to establish cost limitations for rugs and draperies.

This same revision added smoke detectors and security locks to the list of items a COS or COB can acquire without Headquarters approval.

h. PROPERTY ACCOUNTING

It should be mentioned that our system for property accounting is extremely decentralized. The chief of activity only makes one report a year to the Office of Finance (and that is just the total value of the activity's property) and no reports to the Office of Logistics. The chief of activity is authorized to delegate to his subordinates the authority to write off property under many circumstances. A recent revision has done away with the requirement for a chief of activity to sign a Certificate of Expenditure when property is transferred to another Agency component, even when disposal is to be accomplished by the receiving component. Now only the accountable officer signs such documentation. This change greatly decreases the number of property transactions that the chief of activity has to sign.

Attachment B

COMMUNICATION

1. BRIEFINGS/COURSES/SEMINARS/CONFERENCES

a. Existing

(1) Headquarters Property Accounting Course - Instruction in control of Agency property, and establishing and maintaining property accounting records.

- Audience: OL careerists
- Frequency: Quarterly (three-day course)
- Last Date Conducted: 05-06 June 1984

(2) Agency Standard Automated Property System (ASAPS) Course - A familiarization with ASAPS covering ASAPS file structure; a review of data elements, standard and ad hoc reporting procedures, and data base manager functions.

- Audience: Agency accountable property managers
- Frequency: Every two months (two-day course)
- Last Date Conducted: 18-19 June 1984

(3) Printing and Photography Seminar - Information seminar on services provided by the Printing and Photography Division.

- Audience: All Agency employees requiring P&PD services.
- Frequency: Yearly (two-day seminar)
- Last Date Conducted: July 1982

(4) Logistics Conference - Two-day conference with internal and external speakers with topics of interest to all OL careerists.

- Audience: 250 OL careerists
- Frequency: Yearly
- Last Date Conducted: 14-15 May 1984

(5) Logistics Secretarial Conference - Two-day conference with internal and external speakers with emphasis on secretarial concerns.

- Audience: 35 OL careerists
- Frequency: Yearly
- Last Date Conducted: 30 April--01 May 1984

(6) Logistics Orientation - a 2 1/2-day course designed to give participants an overview of the Office of Logistics.

- Audience: New OL employees; OL employees returning from extended overseas tour; and Agency employees whose jobs interface with OL activities
- Frequency: Quarterly
- Last Date Conducted: 28 March 1984

(7) Director of Logistics Quarterly Conference - Four or five twenty-minute briefings on new OL initiatives.

- Audience: OL careerists--primarily for those serving outside of OL
- Frequency: Quarterly
- Last Date Conducted: 11 April 1984

(8) Rap Sessions - Held by the D/L, DD/L and EO, with approximately 30 OL careerists in attendance to discuss their concerns.

- Audience: All OL employees participate at one time or another.
- Frequency: Quarterly
- Last Date Conducted: 02 July 1984

(9) D/L Staff Meeting - Briefing on weekly events.

- Audience: D/L, DD/L, EO, AEO, all division/staff chiefs, C/B&FB, C/OL-OC/IMC, C/OGC/L&PLD, and recipients of awards
- Frequency: Weekly
- Last Date Conducted: 27 July 1984

(10) Yearly visit to each outlying OL component by D/L, DD/L or EO.

- Audience: Various logistics components in Headquarters and overseas
- Frequency: Weekly

(11) Branch Staff Meetings - Attended by D/L, DD/L or EO to discuss concerns.

- Audience: Branch employees
- Frequency: Bimonthly

(12) D/L Walk-Abouts - D/L walks to individual offices and talks to employees at their workstations.

- Audience: OL careerists
- Frequency: Biweekly
- Last Date Conducted: 05 June 1984

(13) Open Door Policy - The D/L, DD/L or EO are personally available to discuss concerns with any employee and often reiterates his open door policy.

- Audience: All OL careerists
- Frequency: Continuing

(14) New Building Briefings - Briefings on space, parking, design, and general projects associated with the planning for and construction of the new building.

- Audience: General and specific interest groups
- Frequency: Ad hoc
- Last Date Conducted: 13 June 1984

b. Planned

(1) Telepouches to Overseas Facilities - To update on OL news.

- Audience: OL careerists overseas
- Frequency: As events occur
- Last date Conducted: Will be issued July 1984

2. DISPLAYS/PUBLICATIONS

a. Existing

(1) The OL Personnel Handbook: Designed to familiarize the new employee with the Personnel Management system. The Handbook contains the laws, regulations and policies, and administrative procedures that provide the framework for OL personnel management. (Issuance of the handbook has been discontinued pending revision of same.)

(2) Catalog of Courses: The Office of Logistics Catalog of Courses is designed to provide a broad overview of the internal and external training available for employees and to serve as a guideline to Careerists in formulating a personalized training program.

(3) "Executive Furnishings Catalog": The "Executive Furnishings Catalog" has been printed and distributed to all support officers. The full-color catalog includes pictures, stock numbers, and prices of furnishings according to grade for GS-15s and above. The catalog will be updated periodically as necessary due to price or other changes or additions.

(4) "Headquarters Logistics Notes": On 22 May 1984 the first in a series of "Headquarters Logistics Notes" was distributed to all logistics and support officers in Headquarters Building and at outlying buildings. The notes are meant to be informal in nature and are not intended to establish policy. Recipients of the notes were asked to give them wide circulation to all interested employees.

The notes have been published weekly since initiation of the series and contained information relating to construction of the new building on the Headquarters compound; parking; the status of the Headquarters maintenance and operations contract; the relamping program; the reorganization of Logistics Services Division, OL, as the Headquarters Operations, Maintenance and Engineering Division, OL; and new access routes to the Headquarters Building from North, South, and West Parking Lots, with maps provided by the New Building Project Office, etc.

(5) Exhibit of Memorabilia: On 15 June 1984, an exhibit consisting of memorabilia from the 24 May 1984, groundbreaking ceremony for the new building, and from the 1959 cornerstone laying for the Headquarters Building was mounted beside the model at the junction of the 1C/1D corridors at Headquarters Building.

(6) Fine Arts Commission Exhibits: The Interior Design Consultant assists the Fine Arts Commission and other components with exhibits in the 1D Exhibit Corridor at Headquarters Building.

(7) Agency Shuttle Bus Schedules: Agency shuttle bus schedules are updated whenever the schedule changes and are distributed to all interested employees via receptionists in all Agency-occupied buildings, shuttle bus drivers, etc.

(8) Headquarters Building Locator Maps: A new trifold locator map of Headquarters Building has been prepared, and a supply has been sent to the Office of Personnel for inclusion in their informational packet for new employees. The locator maps are also available to all current employees.

(9) [redacted] At the time of the move of Agency personnel into the [redacted] Building, a colorful brochure was prepared giving information about the building and its environs, including transportation, service stations, restaurants and fast food facilities, department stores, shops, libraries, etc.

(10) Quality Circles Newsletter: Produced quarterly, this publication serves as a P&PD in-house communication device, and may be of general interest to those outside of P&PD interested in developing a Quality Circle Program.

(11) New Building Displays: The NBPO provides New Building Construction Information displays as well as a model and artist renderings of the new building.

(12) D/L Staff Notes: Weekly items of interest to OL careerists to keep them informed of office activities and concerns. Notes taken from D/L Staff Meeting.

(13) Item of Interest for D/L Staff Notes: Prepared on rotation by OL divisions and staffs to provide in-depth information on a current initiative underway in the staff or division.

b. Planned

(1) "Quality of Life in CIA": The Interior Design Consultant is working with the Fine Arts Commission on the booklet, "Quality of Life in CIA." This is a new version of the booklet, "Design for Living in CIA." It addresses the Headquarters Building design history and offers guidelines for employees to extend good design into the workplace.

(2) Computerized Carpool Service: A new service will soon be available in Room 1J45, Headquarters Building, to personnel desiring to join a carpool. A computerized list of existing carpools within a geographic area will be accessible by providing the grid number from the large map in the 1J Corridor or similar maps located at the outlying buildings.

(3) Carpool/Vanpool Fair: In support of the Agency's efforts to encourage the use of carpools and vanpools, OL/HOME plans to have a fair in the near future to make pertinent information available and the formation of carpools/vanpools easier. A Vanpool Fair was previously held at Headquarters Building on 14 January 1980.

(4) P&PD Handbook: A P&PD customer handbook, which will provide a summary of all services offered, will be available in the near future. Our current plans are to distribute the handbook to all P&PD customers.

SECRET

DDI #04778-84
17 August 1984

MEMORANDUM FOR: Executive Director

FROM : Deputy Director for Intelligence

SUBJECT : Search for Excellence Program

1. The Directorate of Intelligence follow-up to the DCI's "Excellence" program began even before he delivered his speech on 16 March. Once the Excellence task force under John McMahon's auspices had finished its work and made its recommendations, I asked each Office Director and Staff Chief in the DI to convene their people once again and to come up with ideas for furthering the Excellence program within the Directorate of Intelligence. Each organization, as well as the Directorate's Management Advisory Group, submitted its recommendations and I asked a Directorate-level task force to make recommendations to me on which of these measures should be adopted as Directorate policy. The task force was chaired by [redacted] Persian Gulf Division Chief in NESAC and our representative to the McMahon group, and also included a branch chief, an analyst, a secretary and one of our administrative officers. [redacted]

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2. The newsletter that I issued on 1 June (attached) presented to the Directorate a long list of measures and policy changes incorporating not only the Director's decisions but my own in terms of steps to be taken within the Directorate of Intelligence on recognition and awards, reducing bureaucracy and delegating downward, the Directorate's substantive review process, and a range of other topics. This 1 June publication sets forth a large number of significant policy changes in the Directorate, several of which required changes of Agency policy in order to implement. These Agency policy changes were in fact made with the help of the DDCI and the DDA. [redacted]

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3. I emphasized at the end of that newsletter that "action -- and action throughout the year" -- on the Excellence program would be essential and that "the credo is a statement of aspirations; all of us now need to work to make it more of a reality." I stated that the measures announced in the newsletter were "only a start". [redacted]

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4. In response to your memorandum of 24 July and the Director's of 26 July, I have once again solicited from the

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Office Directors reports on the measures they have taken subsequent to the first of June. I present highlights of these below. The report is divided into two categories: substance and bureaucracy. []

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5. While I think you should look over the large number of examples below, I would highlight the following developments:

- The burgeoning of task forces to work on discreet substantive analytical problems with a view to their disbanding once the job is done.
- The dramatic number of initiatives to better inform all of the people in each office of what is going on, particularly from an administrative and bureaucratic standpoint.
- An apparent far reaching change in the attitude of managers toward involving their people in identifying problems and coming up with the solutions.
- An effort for the first time to expand management attention, concern and career planning efforts to categories of employees other than analysts. []

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6. It is the breadth and number of the Excellence-prompted initiatives over just a three month period that convince me that the Excellence effort genuinely took hold and that DI managers got the message. I frankly believe that most of the major items that we can do in these areas have been tabled -- from the use of task forces for both substantive and bureaucratic purposes to greater manager contact with employees to management involvement of employees at all levels in trying to solve problems. It seems to me that principal future steps lie in our keeping alive the spirit that has motivated the actions of the last few months and insuring that with time it does not dissipate and become forgotten. []

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I. SUBSTANCE

Task Forces

7. I think it is fair to say that one of the precipitating factors in the Director's interest in task forces was formation of the DDI [] Task Force and the high quality report that it produced. In many respects, the Technology Transfer Assessment Center and the Instability, Insurgency and Terrorism Center are formal and lasting kinds of task forces that bring together a mix of skills throughout the Directorate to address high priority problems. But I think the Director's interest, and the Agency's in general, are more accurately reflected in the formation of task forces to take on a specific job, do it, and then disband. What follows are a series of examples of task forces that have been formed just within the last three months within the Directorate of Intelligence to address substantive problems:

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- OGI has formed a special task force to develop the means for exploiting [] data relating to LDC economics, drug trafficking and grey area trade in arms and nuclear materials. 25X1
- An inter-branch task force of analysts in four branches of OGI has been formed to improve work on the Third World debt problem.
- At ALA's instigation, an Intelligence Community task force has been created to review and agree upon the data base and methodologies used to calculate the arms flow from Nicaragua to El Salvador.
- ALA has established an informal task force to conduct collaborative analysis on the Latin American debt crisis. It includes elements of two divisions in ALA, one from OGI, and the NIO for Economics.
- ALA has formed an informal task force with Treasury and State [] 25X1
- ALA has established as part of its FY-85 research effort a task force to identify and analyze key economic and political issues [] through the 1990s. 25X1
- ALA has also formed a task force with participants from DDO, INR, NPIC, NSC and DIA to analyze key strategic facilities [] as a crisis management tool. 25X1
- OSWR has created a task force to increase emphasis on future Soviet weapon systems. Special studies under the auspices of the task force include Soviet capabilities to develop space based systems to detect aircraft and cruise missiles, Soviet ground attack helicopters of the '90s, and Soviet capabilities and intentions to develop maneuvering reentry vehicles.
- OSWR is developing a task force to assess Soviet capabilities to develop responses to the President's Strategic Defense Initiative and is examining the possibility of a task force to address the Soviet Command, Control and Communications problem.
- [] 25X1
- OCR also has formed a task force to examine the organization and functions of the main OCR indexing operations and to prepare the new central index file of SAFE.

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- The Analytic Support Group has created a task force planning for the delivery of foreign television

[REDACTED]

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- ASG has created a cross-directorate group attempting to improve computer training available to analysts.

[REDACTED]

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- EURA and SOVA are creating an inter-office task force to address problems relating to CEMA, with a particular view to understanding better the broader implications of Soviet-East European economic relations.

- CPAS has created a task force to explore ways in which foreign television broadcasts can contribute to current intelligence reporting and I&W responsibilities.

- OIA has created an ad hoc group to develop a plan on how the office can best prepare for

[REDACTED]

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- CRES has formed a task force to review the DI/ADP Modernization Study with particular emphasis on possible actions to deal with analysts' concerns over how to influence collection systems.

[REDACTED]

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Other Initiatives

8. The Directorate has taken a number of other initiatives as an outgrowth of the Excellence undertaking to try and improve analysis. Some of these include:

- OGI is creating cross-cutting branch units to pursue non-traditional research. For example, the Political Instability Branch will examine mechanisms for sudden change in a series of Third World countries and the Economic Analysis Branch is looking at a number of non-traditional areas such as Third World austerity and narcotics trafficking.
- OGI is pursuing new opportunities for cross-divisional analysis, identifying areas where skills unique to one division can be applied to substantive issues handled in another unit.

[REDACTED]

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Analysts in the Commodity Analysis Branch are looking at patterns of Soviet commodity purchases with a view toward their impact on individual LDCs and potential leverage for the Soviets.

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- OGI also has developed several special programs to broaden the experience and perspective of analysts, including an "out of area assignments program" involving some 20 assignments in other government agencies or overseas to provide first-hand experience in the use of intelligence or the opportunity to develop unique insights on substantive issues. For example, one analyst just spent three months abroad examining the development of high-tech industries in seven newly industrialized countries.
- OGI's Geography Division is exploring the possibility of contracting with local geography professors to set up special studies programs for non-geographers in the division highlighting systematic geographic research and the opportunity to apply elementary integrated techniques on foreign area topics.
- OGI's Strategic Resources Division is establishing a training guide for its personnel, including appropriate academic course work from local universities based on area specialization, recommended short courses from universities or consultants in specialized topics, and a listing of appropriate conferences or seminars applicable to the division.
- OGI's Geography Division also is trying to create an environment encouraging the "trickling up" of ideas from all employees in the division. Key substantive topics are identified within branches and then, similar to the drafting of the credo exercise, each branch discusses the topic and makes recommendations. By occasionally setting aside time, the division hopes to stimulate free and uninhibited thinking that will uncover good ideas.
- ALA has undertaken an active program to improve dramatically its relations with the DO. This has involved a formal program for DO CTs to serve in interim assignments in the office, the recruitment of a DO officer as a deputy division chief in ALA, senior managers attendance at DO Chiefs of Stations conferences and meetings with reports officers.
- Virtually all offices in the Directorate have created mentors for new analysts to see that the analysts get the training and guidance they need, help in understanding how our work is done, and in learning the resources and opportunities available to them.
- OSWR has started a guest speaker program, bringing in outsiders to deal with specific substantive topics.

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- OSWR's management has set aside time each day to meet with managers and focus on analytical developments and discuss substantive issues. Discussion of management and administrative concerns are forbidden at these sessions.
 - SOVA has established review procedures to examine Soviet force projections in the context of supporting assumptions and key constraints that affect individual weapon programs and overall production and deployment. This systematic review of future forces considers order-of-battle, force effectiveness data, and plant production capacities as well as technical, political and economic motivations and constraints.
 - Working groups have been established in SOVA to deal with projections of specific categories of weapons to assure consistency with all-source intelligence and to identify industrial, economic and technological constraints and incentives that affect individual programs. Key supporting assumptions are reviewed and if the intelligence bearing on individual programs is ambiguous or weak the working groups may request additional research or produce alternative projections.
 - OCR has established service representatives to both OSWR and OGI. These representatives are charged with evangelizing these offices and explaining and promoting library support to analysts.
 - OCR has begun reviewing DI production plans to bring a full range of OCR support services to bear on a problem even before an analyst requests it.
 - EURA has initiated a new European Review feature called "One Analyst's View" which is published with a disclaimer and without any review.
 - The East European Division has begun using panels throughout the process of researching, writing and reviewing papers to bring together analysts and managers who can provide ideas and support on a particular subject to the analyst.
 - OEA has been encouraging its people to apply new approaches and methodologies. Recent examples range from the formation of a new regional assessment staff to produce cross-cutting East Asian wide regional assessments to the recent report (which the DCI and DDCI both have seen) on how well positioned we are for the troubles ahead for both collection and analysis on the
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- A series of informal seminars by SOVA and OSWR senior analysts to keep Third World military analysts current with weapon developments and weapon systems will begin in September.

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II. BUREAUCRACY

9. A number of initiatives have been taken by the offices to reduce bureaucracy, delegate authority, improve the quality of life, grant more prompt and wider recognition for excellence, and better involve and better inform our people about the mysteries of this bureaucracy. What follows is a selection from each of the offices of major initiatives that have been taken.

OGI

- An advisory committee of analysts, support personnel and branch chiefs has been formed to work out a system of fair guidelines for financial award.
- Changes have been made in the substantive review process to minimize unnecessary aggravation and inconvenience to the analyst and also to speed the process.
- A mentor system has been established for new employees so that each new employee will have someone below the branch chief level to whom they can turn for work related information and advice.
- New initiatives in training include using all of the positions for the September running of the Seminar on Intelligence Analysis, a course design to develop brainstorming skills and identify more creative ways of approaching traditional analytic problems. As a result a majority of a division will simultaneously be exposed to these tools and techniques with the expectation that the shared experience will stimulate and facilitate their use when the employees return to their jobs.
- A program has been developed for circulating out of area training opportunities to the secretarial staff. TDYs are being developed for Intelligence Assistants to have the opportunity to travel and attend conferences. For example, one IA who has been working with the International Energy Team for nearly 10 years will attend a conference on energy security issues next month in Hawaii.

NESA

- Because many newer analysts were not familiar with procedural steps involved in preparing NID and PDB articles, a senior officer has prepared a memo detailing those steps.

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- Because of so many first-time travelers abroad, NESAs is holding a series of briefings on required procedures, so forth related to traveling abroad. 25X1
- Guidelines have been issued on the use and availability of flex-time.
- In response to considerable misunderstanding about office funding of activities, the Executive Officer presented a lecture on the budget process to personnel.
- Despite numerous complaints about the very high temperatures in one of NESAs's division, the problem remained unresolved. Using its own new funding authorities resulting from the Excellence program, NESAs management simply purchased a dozen large floor fans to provide relief.
- A task force was created to develop career training profiles for secretaries, political military analysts, and economists. The profile contains course descriptions and when during an individual's career a course would be appropriate.
- Because of concern over the introduction of computers and the resulting impact on secretarial duties, office secretaries met and compiled a new job description that include both current duties and computer oriented tasks.
- To give secretaries a better understanding of the nature of our work, a visit has been arranged for them to NSA for an orientation briefing.
- Several external training courses for secretaries have been identified.
- The office has begun publishing a newsletter that will include promotions, kudos, travel, production and performance comparisons.
- NESAs military analysts have begun holding regular meetings to exchange information and address military related issues.
- A space working group has been established to identify and provide suggestions for solutions to work space problems.
- Work will soon be completed that will provide each analyst with self-enclosed work stations enhancing privacy and noise reduction.

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- A task force developed a checklist for all new employees detailing information to assist them in adapting to their new working environment.
- New procedures were established to improve and accelerate the office/division review process.
- NESAs have established procedures for cash awards for outstanding research papers.
- An ADP task force has been established to review current and future office computer requirements.

ALA

- Deputy division chiefs have been made full members of the career service panel. These individuals know the individual analyst perhaps best of all.
- Graduate fellows on duty with ALA are serving as full-fledged country desk officers.
- A secretarial advisory group in the office has been formed resulting in solutions to several on-going issues and improvement in morale.
- Economic and military mentors for new analysts have been established.

OSWR

- The office is delegating authority to lower levels in management, reducing routine administrative meetings. For example, division chiefs are now able to authorize part-time external training during duty hours for personnel taking courses directly applicable to their jobs.

SOVA

- SOVA has initiated programs for enhancing professional training for those in secretarial and technical career fields. It has sponsored the attendance of two secretaries at a professional secretaries international convention in Toronto, will sponsor attendance of technical employees at various local and national computer conferences, will encourage secretarial and technical rotations for career broadening experiences and will continue to move technical employees into junior analyst positions.
- SOVA is giving out of cycle promotions to recognize especially outstanding analysts, awarding QSIs and cash awards for sustained excellent performance.

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- SOVA has designed a new seven week intensive Russian language course.

OCR

- The office has published a memorandum to all division and branch chiefs listing ten new procedures delegating authority downward on recruitment, selection, vacancy notices, use of informal notes in lieu of formal correspondence.
- Branch chiefs are authorized to approve outside training requests.
- Authority has been lowered to approve purchase orders for books and periodicals.
- Authority to approve biographic reports has been delegated to division chiefs.
- Division chiefs have been authorized to approve requests for installation in headquarters' TV grid.
- Non-managerial personnel have been assigned as team leaders to handle special tasks.
- The office has implemented a procedure whereby career service panel ranking groups recommend awards for long-term high quality performance as they evaluate employees.
- The office in late May held a 2 1/2 day conference involving 50 employees from all parts of the office on the subject "in pursuit of excellence".
- The office held a conference to discuss ways of improving operations.
- An OCR in-house program to cross-train service personnel in other office services.
- OCR has eliminated chain of command routing on requests to take training or attend conferences.
- The office introduced simpler forms for data collection for the management information system.

EUR A

- Secretaries are being encouraged to take advantage of training away from Headquarters.

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- The office will hold its first conference for secretaries in October.
- Three EURA economists are organizing a monthly seminar series.
- The office is circulating a monthly newsletter to analysts.
- The deputy director of the office is meeting individually with all analysts and secretaries who have been in the office less than a year.
- The office is adopting a mentor system for all new analysts.
- Branch chiefs are able to sign off on draft NID articles.
- A task force has been established to improve physical arrangements of various divisions in the office.
- The office also has named a task force to conduct their own mini inspection of the office, talking to as many people as possible in the office about a wide range of substantive, administrative and quality of life issues. The team will issue a report in September.

CPAS

- The Cartography, Design and Publications Group has formed a task force to plan for the acquisition and budgeting of technologically advanced equipment for the development and production of maps and graphics.
- Another task force is looking into ways to improve the crowded working environment.
- A number of employees have been given cash awards.
- The office is attempting to resolve a longstanding problem concerning how to fairly compensate CPAS employees who work night shifts.
- A first-ever office conference was held in July where the reports of several teams charged with surveying office employees on a variety of issues and problems were presented and discussed.

OEA

- OEA is promoting greater junior analyst contact with consumers.

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- OEA has sponsored a recent conference for its secretaries [] and monthly secretarial meetings and briefings are being arranged.

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OIA

- Several teams have been established in OIA such as an ADP committee and a new equipment committee to keep analysts and support people aware of initiatives in these areas and to solicit their concerns and opinions.
- An OIA clerical and registry committee chaired by the office's deputy director has been formed to communicate with secretaries and other clerical and registry personnel and to address their needs and concerns.

CRES

- The Imagery Tasking Center has initiated a weekly ITC staff note to pass items of interest within CRES and the DI to its personnel at Headquarters [] to keep them up to date.
- An experienced secretary has been made responsible for maintaining the foreign disclosure data base and also for analysis of data and preparation of memorandum concerning the data.
- Two secretaries have attended the COMIREX course at Offett Air Force Base both in recognition of their long time contribution in this arena and to improve their understanding of the imagery world. []

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Next Steps

10. Many of the initiatives described above are at first glance very modest or may seem to senior managers even as trivial. Nevertheless, these measures address matters that are of great concern to employees at all levels and, I believe, demonstrate a far more aggressive attitude by DI managers to take a more sympathetic and involved attitude toward improving the quality of life for our employees, reducing bureaucracy and taking advantage of new approaches to improve our substantive work. In just three or four months the total number of these initiatives taken by managers to involve employees in the decision process and to address their concerns is staggering.

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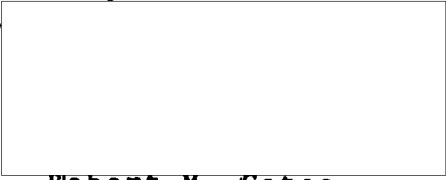
11. Beyond the policies announced in my newsletter, the Directorate has taken a number of its own initiatives to include:

- An extraordinary recruitment effort of our own involving the dispatch of many analysts to scores of campuses to make direct contact.

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- A special program for potential minority employees developed by the Minority Affairs Panel.
- Involvement of functional advisory panels in training activities.
- The convocation of conferences for colleague placement directors from all over the US.
- The development of Directorate recruiting pamphlets.
- Checklists for new EODs.
- Interviews with all employees leaving the Directorate both as reassignments and separations in the hope to reduce attrition rates.

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Robert M. Gates
Deputy Director for Intelligence

Attachment:
DDI Newsletter

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DDI #04778-84
17 August 1984

SUBJECT: Search for Excellence Program

DDI/RMGates/[]/17Aug84
DISTRIBUTION: (all copies with attachment)
0 - EXDIR
1 - ER
1 - DDI Registry
1 - DDI Chrono

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DDI NEWSLETTER

1 JUNE 1984

In Search of Excellence

Several days before the DCI's "Excellence" speech in the auditorium on March 16, I asked each Office and Staff to submit its suggestions for improvements that we might make on our own within the Directorate of Intelligence. I also met with the Directorate's Management Advisory Group and asked them to consult widely within the Directorate and provide me a paper with suggestions for improving the working environment in the Agency.

Once the Director had given his speech and announced his decisions, I asked [redacted] Persian Gulf Division Chief in NESAs, to team up with several others in the Directorate representing different skills and levels and sort out from the many suggestions from the Offices those measures we could or should implement.

[redacted]

Now that I have the [redacted] Committee report, the MAG report, and the Director's guidelines, I would like to set forth in one place changes in policy and approach to reduce bureaucratic barriers to excellence, to recognize excellence of performance, and to foster imagination, creativity, and better management at all levels.

I. Recognition and Reward

The DCI has delegated to me the authority to approve quality step increases, cash awards up to \$1,000, and awards up to and including the Career Intelligence Medal. In the past, recognition for an excellent performance has been too infrequent, given to too few people, and too long delayed.

- To recognize and reward more deserving people in the Directorate, I am delegating authority to Office Directors and Staff Chiefs to make cash awards up to \$500. Because there is not a significant amount of money remaining for FY-84, these awards will be reviewed until the end of this fiscal year by the ADDI to insure that no office is taking a disproportionate amount of available funds. Beginning on 1 October, 80% of our

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award funds will be distributed to the Offices and Staffs proportionately according to their size. The Office Director will then be able unilaterally to make awards up to \$500. I strongly encourage Office Directors to provide recognition for excellence to the large number of people in this Directorate who deserve it.

- Offices may nominate and I will approve, based on recommendation of the Career Service Board, awards in the amount of \$501 to \$1,000 as well as other awards including the Career Intelligence Medal. I will personally also select recipients of such awards.
- I welcome recommendations from Office Directors for quality step increases for sustained excellence and performance.
- I urge managers at the Office and Division level to bear in mind the range of non-cash awards that serve to focus attention and grant recognition for outstanding performance, for example, the Meritorious Unit Citation for a group of people who have excelled.
- With a little creativity and imagination, there are other ways to give recognition and special thanks for work well done. For example, inviting a secretary, IA, or support officer to join in a recruiting trip or in a conference seems to me perfectly legitimate. There must be other ways we can identify to recognize excellence. The point is that managers at all levels every day need to be on the look out for ways to reward particularly outstanding achievement and to show appreciation to the large number of people in this Directorate who are responsible for our performance and good reputation.

II. Reducing Bureaucracy/Delegating Downward

- The Director has delegated approval of SIS-1 and 2 assignments to me. Once I have approved them verbally, the only required paperwork will be the personnel action.
- From now on, we will issue Directorate-wide notices for SIS-01/2 vacancies.
- Annual Work Plans henceforth are optional.
- Career panels will no longer require separate documentation for promotion recommendations.
- Time-in-grade guidelines for promotion will continue to be waived selectively to reward excellence in performance.

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- Two notebooks containing all Vacancy Notices for the Directorate and all Agency-wide notices will be placed in the Library.
- The monthly report on production statistics required for the Product Evaluation Staff is eliminated effective immediately.
- The annual requirement to prepare the Senior Officer Development Plan is eliminated.
- As [redacted] of 11 May, office directors are authorized to spend up to \$1,000 for supplies and equipment.
- Authority to determine whether academic courses, conferences or seminars meet the two year training and education requirement I established henceforth will rest with the branch chief rather than the office director. Each office should provide the branch chiefs with guidelines to appropriate standards.
- Approval of Agency-sponsored attendance at professional conferences is delegated to the Office Directors. Offices must keep a record of such approvals. Participation in panels, presentation of papers and other such involvement in conference programs must still be approved by the ADDI.
- Authority to approve participation in Agency non-quota training courses (such as language courses) will reside with the branch chief. The branch chief also will now have the authority to give Directorate approval for Agency sponsored academic course work, although OTE approval must still be obtained.
- The requirement for reporting on the quarterly review of destruction of files is eliminated, but I urge everyone to try to reduce files, if for no other reason than to give us a little more space.
- Office directors are encouraged to be more aggressive and creative about training opportunities for secretaries and intelligence assistants. Directorate of Intelligence authority to approve non-CIA training opportunities or non-quota CIA training courses will rest with the office directors.
- From now on, secretaries will be included in all Directorate teams for recruiting secretaries and clericals; we will encourage the Office of Personnel to follow suit.

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- Henceforth, this Directorate will seek to place secretaries as appropriate at the division level and above in the the Professional Woman's Course; we will sponsor secretaries at the Office level and above for the Urban Awareness Course.
- Analysts and analyst support officers may be promoted up to GS-11 at any time during the year. Such promotions will be contingent on available headroom and overall office average grade level. Career Service Panels will continue to evaluate and rank all analysts at each grade level at least semi-annually.
- The Director has abolished the eight-hour donation rule on directed overtime for GS-12 through GS-15 employees. No DI professional should expect compensation for all after hours work; the nature of our business often calls for extra effort in the timely completion of assigned work or in responding to fast moving events that should be viewed as a natural result of our professional obligations. Directed overtime applies to those instances -- such as weekend duty, task forces, short-fuse papers -- whereby the demands on employee time go beyond the norm for DI professionals. Authority to approve overtime resides within the individual Offices or Staffs.
- Shorthand is abolished as a blanket prerequisite for senior secretarial assignments, but those with shorthand and other specialized skills will obviously be more competitive.
- New analysts now participate in the New Analyst Course for a six week orientation to CIA and the DI. A new employee orientation checklist will be developed for all other new DI people. Each office also should appoint a "mentor" for each new employee to ease adjustment to and integration into the DI.

III. The Review Process

There is probably no aspect of this directorate's work that is as great a symbol of bureaucracy, management overreaction to the next higher level and the difficulty of carrying out analysts' substantive responsibilities than product review. I say symbolic because these obstacles are often far greater in myth than in reality. Many analysts have had complex papers sail through this process virtually untouched in a very short time. Moreover, as I explained in my last newsletter, the review process has many purposes, only one of which is to critique the work of the analyst.

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The symbolism is both positive and negative. On the positive side, the review process is a manifestation of the priority we attach to the substance of our work from the most senior people in the directorate to the most junior. It also, for all of the aggravation, is the means by which the substantive view of a single individual becomes the position of a powerful institution with all of the support that suggests. On the negative side, some analysts regard it as an expression of a lack of confidence but most importantly simply as a grueling and draining experience.

I believe that it is my duty and obligation to review the substantive product in draft. It is, for me, at the heart of the effort to focus our energies on the substantive product and to improve the quality of our work. That said, I am prepared to take some steps in an effort to ease the perceived burden. To this end:

- Henceforth, I will review only the key judgments or executive summaries of all Research Papers and Technical Information Reports. Typescripts prepared for consumers at the deputy assistant secretary level and below may be disseminated on the approval of the office director. I will continue to review the full text of Intelligence Assessments and typescripts for higher level customers. Even though I will continue to look at all IAs, I will read them in depth more selectively. (This new approach implies no derogation of RPs or TIRs; just recognition that they often are not directly policy oriented nor addressed to the senior policy level.)
- Within the offices, I strongly encourage experimentation with alternative approaches to the review process. Two such approaches are as follows:
 - One approach would be for the division chief, if he or she decides a paper is essentially sound, to assemble a panel comprising one representative of each review layer in the office (the branch chief, the division chief, the office director or deputy, and perhaps one or two others with something special to contribute). Members would all have read the paper carefully, making marginal comments and suggestions. The panel would then meet with the analyst to discuss important points and return to the analyst at that time their copies of the paper with editorial and other suggestions. The next version of the paper would then go simultaneously to the branch and division chiefs and, if they approve, directly to me with a drop copy to the office director. The objective would be to reduce the amount of time involved in the review process, to put all of the reviewers in the office in the room

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at the same time so that an analyst is not, as I described in the last newsletter, driven from pillar to post trying to satisfy contradictory guidance.

- Another approach would be to have comments on strong papers sent up the line on the same copy of the draft so that reviewers through the office director will be able to see, review and comment not only on the draft but on other reviewers' comments. Papers could then return to the analyst just one time for revision before coming to me. The objective would be to review conflicts among different reviewers and force the chain of command to resolve such conflicts without the analyst having to try to satisfy everyone.
- Henceforth, I would hope that questions about my comments on papers come directly to me from the analyst or branch chief. I encourage such questions.
- I continue to be open to other suggestions for simplifying the review process and making it less burdensome to the analyst while still achieving the substantive benefit.
- I urge the office directors to think creatively about the use of office level publications and informal ways of getting information to regular policy consumers in a timely and useful way. I hear all too often from analysts that the office level publications have become too formalistic and that the process of getting something approved for publication in them is as complicated as for a directorate level publication. The office journals offer an opportunity for newer analysts to have the opportunity to write as well as for people to try out new ideas or concepts that may be difficult to coordinate on a directorate wide basis. I encourage the office directors to review their procedures for these publications to see if they can be made more accessible and offer analysts greater freedom in both style and substance. At the same time, I encourage office directors to make greater use of "spot reports", short typescripts and other ad hoc approaches to meeting the needs of the consumer. I believe we can use these opportunities more effectively without impinging on the formal research program and directorate level finished intelligence.

IV. Ideas That Will be Pursued

A number of suggestions have been made for ways to make life a little easier and reduce bureaucracy. I believe a number of these have great merit, even though their implementation would require action by other components, funds not now available, or a

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change in Agency regulations. Nonetheless, I intend to pursue them. These include:

- Streamlined procedures for foreign and domestic travel.
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- To assist in the development of a one-agency concept, the possibility of shorter rotational assignments in other directorates.
- Development of better physical fitness facilities. OMS is already making alterations in the existing physical fitness room at headquarters. They are also working with Logistics for the installation of a 5,000 square foot physical fitness room in the new headquarters building. I have urged for some time construction of a jogging track inside the compound. I will continue to press this but it is possible that heavy truck traffic associated with construction of the new building may make this even more dangerous now than dodging BPR trucks outside the gates.
- Review of current regulations and procedures with a view to simplification and, where possible, elimination. This is already underway under the auspices of the DDA.
- I also will provide to the DDA the list of measures to improve our physical surroundings, as submitted to me by the Management Advisory Group.

Conclusion

If the "Excellence" effort is to have any significance or meaning, the philosophy that it represents--of getting high quality work done in the most efficient way possible under circumstances that encourage the recognition of superior performance and bring greater self-satisfaction--it must become a part of the daily life of the institution. If the exercise has shown anything, it is that people at all levels of this Agency have ideas about how to solve problems. All managers need to use imagination and creativity to tap these ideas and bring them to life. By the same token, I urge those at every level not to be content just to look for problems but to contribute ideas to the solutions as well. No one need wait for a manager to ask.

As for communication, which can always stand improvement, I intend to make these newsletters more frequent, and continue my weekly meetings with branch and division chiefs and with branches, and to meet monthly with the Directorate Management Advisory Group. Moreover, I encourage all of you to feel free to communicate directly to me or to any other manager your ideas on how we can make CIA and the Directorate of Intelligence in

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particular a more productive and satisfying place to work. I encourage all directorate managers to make a part of their daily routine contact with the people in their offices and to listen to their ideas and concerns.

In CIA, and especially in this Directorate, our people are our most valuable asset. We must all look constantly for ways to improve the product, to make the work of our colleagues easier and more satisfying, and to recognize the skilled contributions of the professionals of all kinds in this Directorate. Exhortation is inadequate. Action--and action throughout the year--is the only way to give meaning to this effort and to build confidence that there is not a "we" and a "they" but only "us." The credo is a statement of aspirations; all of "us" now need to work to make it more of a reality. The measures I am announcing in this newsletter are a start.



Robert M. Gates
Deputy Director for Intelligence

Distribution B

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S E C R E T

17 August 1984

MEMORANDUM FOR: Executive Director

FROM: Clair E. George
Deputy Director for Operations

SUBJECT: Progress Report on Pursuit of Excellence

1. The DO is moving on several fronts, both formally and informally, to implement the spirit of the Director's excellence program.

2. I have designated the Career Management Staff (CMS) as the action office for formal changes in DO policy. They have instituted the following changes in our personnel management practices:

- a. Time-in-grade guidelines for promotion to all grade levels have been shortened and redefined to include all time spent in grade, even if broken by temporary downgrading.
- b. Promotions are now done twice yearly instead of annually.
- c. Language students are now considered for promotion along with their peers in operating components.
- d. Conversions to officer status are now based on a more equitable quota system which takes into consideration the efforts of component managers to provide appropriate positions for employees to be converted.
- e. Performance appraisal workshops are being conducted for all DO supervisors.
- f. Orientation briefings for all employees entering on duty have been revised and expanded. An orientation checklist has been drafted.

S E C R E T

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- h. Interviewing of DO Career Trainees has been centralized in CMS to ensure consistency and relieve the burden on the components.
- i. In addition to exercising the delegation of authority for certain awards, we have accelerated the DO processing of awards which require higher approving authority.
- k. An attrition study was conducted and results are now being reviewed.
- l. Procedures for dealing with substandard performance identified by promotion panels have been revised to insure prompt counseling and action.
- m. A DO Career Day is being planned for mid-October 1984.
- n. DO Division and Staff chiefs have been asked to provide incentives for attending language and operational training, such as employee contracts and expenses, to spouses accompanying officers overseas.
- o. We have rewritten several DO instructions to:
 - provide more liberal and consistent compensation for local hire and part-time spouses and dependents.
 - provide one comprehensive policy statement on Performance Appraisal Reports
 - more clearly define eligibility requirements for non-official cover premium pay.
- p. The precepts for evaluation of managers are being revised to ensure that proper emphasis is being given to the importance of managerial responsibilities within the context of all applicable jobs.

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S E C R E T

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- q. The DDO is discussing with the DDA the possibility of assigning a senior Office of Personnel careerist to the deputy chief position of CMS.

3. The ADDO appointed a Committee on Excellence, chaired by a senior officer and made up of officers representative of the Directorate's population. This committee has identified several topics for study, made recommendations to the ADDO, and has become a point of contact and channel of communication for employees who have ideas or suggestions for improving the way we do our business. One of the suggestions, to establish a mobil crisis unit, is being implemented. In addition, this group acts as an advisory body on actions being recommended at the DCI level, by the Office of Personnel, or other sources.

4. The Committee on Excellence is studying the issues of compensation and benefits, motivation and recognition, intra-Directorate communications, use of the polygraph in reinvestigation, tandem couples in the DO, the language training and awards program, and career prospects and changing roles for senior secretaries. They also have developed a definition of managerial excellence which was used in preparing for an experimental management simulation for a group of seventeen branch-level DO managers.

5. In addition to the work of CMS and the Committee on Excellence, there are a number of actions being taken to improve communication in the Directorate:

- a. A town meeting open to all employees was held by the ADDO and the chairman of the DO Committee on Excellence. A second meeting will be held in the fall.
- b. The Director was invited to tour several DO components.
- c. The DDO began a series of one-on-one meetings with branch chiefs.
- d. The DDO and ADDO have attended several component staff meetings or visited offices.

S E C R E T

- e. An off-site conference of all division and staff chiefs with the DDO and ADDO is scheduled for late September to discuss goals, priorities, and management issues for the Directorate for the coming year.

6. In the training arena, the DO has made extensive use of the Program on Creative Management. Graduates of this course have formed an "alumni association" which meets to discuss ways of applying creative management techniques to the DO milieu. The new course mentioned in paragraph 4 has generated further interest in ad hoc groups of managers meeting unilaterally or with the Committee on Excellence to discuss ways of sustaining excellence in management in the DO and broadening its impact. The latter group has also recommended a management development program for DO managers.

7. The key to this effort is to make it as pervasive as possible, rather than exclusively a top-down or committee approach. We are trying to encourage seeding and sharing of ideas at all levels. Then it is up to management to ensure conscientious follow-through.



Clair E. George

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DDS&T-613-84
21 August 1984

MEMORANDUM FOR: Executive Director

FROM: R. E. Hineman
Deputy Director for Science and Technology

SUBJECT: Status Report on DDS&T Initiatives on Excellence

REFERENCES: A. Your Memorandum to Deputy Directors, Subject:
Excellence, dtd 24 July 1984 (ER 84-2836/1)

B. Memo for DDCI fm DDS&T, dtd 30 Mar 84, Subject:
Follow-up on DCI's Speech On Excellence

1. This memorandum is my status report on the progress in our excellence campaign since 30 March 1984. My Staff, Office Directors and I have continued to take action, generate new ideas and guard against allowing bureaucratic procedures and processes to creep into our work.

2. In April, I assigned my Career Service Board (CSB) certain issues to consider in pursuit of excellence. Their findings and my decisions on the specific topics are as follows:

a. Dual Career Tracks -- The offices reported a clear need for an expansion of the non-managerial career track. The specific disciplines required vary from office to office and include both the Senior Scientist and Engineering Program and the Senior Intelligence Analyst positions. In addition, we identified the need for special career tracks for linguists and other specialists. We have set up a task force to study this subject, focus the issues, and provide recommendations.

b. Criteria for Rating Managers -- The majority of CSB members believe that the criteria for assessing DS&T managers are already contained in PAR guidance. I agree.

c. DS&T Personnel Handbooks -- The CSB members believe that we do not need a Directorate-level handbook, but that the Offices should continue to produce and update Office-level handbooks.

d. DS&T Career Days -- The consensus is that a DS&T career day should be regularized. We have begun planning this activity.

e. Reference to Excellence -- The majority opinion was negative on referring to excellence as a matter of policy. The consensus is that usage should be judged individually on the merits of each case. I agree.



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f. New Idea Generation -- This subject generated the broadest range of suggestions. The most common themes are: to reemphasize awards for new ideas, to enhance recognition for same, and to establish a specific award for new ideas in the spirit of improving our way of doing business. I will continue to seek ways to encourage new ideas to surface and be acted upon.

3. Additionally, I asked my Office Directors for their views on several topics. Their views and my decisions are as follows:

a. How to handle assignments which require shorthand. Individual managers will determine where shorthand is required for a specific job, and vacancy notices will specify the requirement.

b. How to involve employees in solving problems identified in IG reports, while protecting sensitive matters. I recommend that IG reports be structured so that sensitive matters can be isolated easily from the rest of the report for reproduction and wide distribution.

c. The need to provide resources at the Directorate level for task forces on special problems. I have decided to allocate those resources to the offices and form task forces as needed comprised of employees from the appropriate components.

4. The Offices in DS&T have taken many steps in pursuit of excellence. The following are representative of the kinds of actions generated by the excellence campaign:

a. Recognition -- Since our excellence campaign began in April, DS&T employees have received the following awards:

(1) Special Achievement and Exceptional Accomplishment Awards -- Office Directors have given out 60 awards with a cash value of \$21,150. I have given 14 awards worth \$14,000 and the Suggestion & Awards Committee has given 26 awards totalling \$51,500.

(2) DS&T employees have received 19 Honor and Merit Awards.

(3) DS&T employees have received 40 QSIs.

(4) Two special achievement awards have been given to language officers.

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b. Delegation of Authority and Responsibility

(1) OTS and FBIS have reviewed authorities to determine which can be delegated; some authorities have been delegated through the Group level to the Division Chief and below.

(2) NPIC reduced the number of management levels between the Office Director and the employee to a maximum of three and divided a large diverse group into two more functionally cohesive groups.

c. Communication

(1) OD&E published an office newsletter and "The Traveler's Way" to acquaint employees with travel topics of current interest. FBIS printed an overseas processing brochure for PCS travelers and developed a critique sheet for feedback.

(2) NPIC's Imagery Exploitation Group established an automated file through which employees can communicate with Group management and with each other. Comments are reviewed daily and responses entered into the system for all to read.

(3) OD&E instituted an annual "all hands" meeting on the state of the office, its accomplishments and future direction. OD&E also issued a questionnaire to all personnel asking for their ideas on how to improve the office, its performance and operation.

d. Personnel Management

(1) OSO began work on certification of its personnel assigned to provide similar professional recognition to that enjoyed by their NSA counterparts.

(2) FBIS developed a checklist for and conducted new employee orientation. OD&E developed handbooks containing basic information on organization, policies, and procedures.

(3) FBIS developed a new Personnel Planning Questionnaire to improve the matching of personnel with positions.

(4) OD&E improved recruitment and applicant processing by tailored advertising in key newspapers and journals, publication of a professional recruiting brochure, and maintaining close applicant contact after interviews.

(5) OTS is requiring that interviewers attend a special workshop designed by OT&E to help ensure the quality of people we hire.

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(6) FBIS is hiring an officer to work exclusively on improving and refining its unique personnel management system for foreign national employees to guarantee adequate compensation, benefits and career development to attract and retain high quality employees.

(7) OD&E created a Managers' Course to provide new management personnel an insight into the business of the Office.

(8) OSO obtained a full time nurse [redacted] to provide nursing care as well as TDY shot requirements.

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(9) FBIS developed a new tandem couple arrangement to allow a married couple to be assigned to the same bureau overseas and initiated action to obtain diplomatic passports for FBIS overseas employees.

e. Quality of Life Improvements

(1) OSO provided a shower room [redacted] to benefit joggers. OSO also initiated a shuttle between [redacted] Building and Headquarters to reduce waiting time and avoid parking problems at Headquarters.

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(2) FBIS recommended that Logistics eliminate the cost of parking for JPRS personnel, the only CIA staff in Virginia who still pay for parking.

f. Improve Product and Service.

(1) NPIC has taken steps to improve the quality and responsiveness of its product. They include: establishment of a Customer Information and Support Center to more efficiently serve consumers; implementation of a production research program to make products more responsive to the needs of the Intelligence Community; implementation of a plan to audit the quality of the NPIC database; and initiation of a series of Imagery Exploitation Managers' Conferences to provide a forum for the discussion of issues of common concern.

(2) FBIS continues to provide new products to meet consumer needs. The latest example is a new JPRS publication entitled "Terrorism," which provides translations of media items on the international terrorist problem.

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5. I plan to circulate the list of actions each Office has taken so that others can examine them for possible application in their components.

6. In addition to the delegations to the Office Directors cited in my earlier report, I am having notices written to simplify procedures for the following:

- a. Promotions through grade GS-14.
- b. Hiring of applicants at in-step rates.
- c. Requests for Leave Without Pay up to one year.
- d. Recommending non-R careerists for promotion.
- e. Requests for advances of sick leave.
- f. Memoranda requesting waivers of (Security Clearances and Approvals).

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7. My CSB is in the process of evaluating its own role to determine whether more authority should be delegated to the offices. We expect to have completed that process by the end of the year.

8. DS&T employees have made other suggestions which are currently being considered for adoption within this Directorate. An example of those suggestions is to change the membership of the DS&T Senior Secretarial Career Service Panel, replacing Executive Officers with the secretaries to the Office Directors and Deputy Office Directors.

9. Many new ideas have surfaced during our discussions on pursuing excellence. I believe the following warrant your consideration:

a. Travel Accounting Credit -- Use the random-sample approach for auditing travel accountings rather than performing 100 percent audits.

b. Grade of New Hires -- Delegate authority to Office Directors to determine the grade of new hires in accordance with OP Guidelines rather than requiring approval of Director of Personnel.

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d. Revision of the Time and Attendance Reporting Procedure -- Change the procedure to report only the exceptions to the normal work day, thereby highlighting overtime worked, and annual and sick leave taken.

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e. Donations of Annual or Sick Leave -- Make it possible to transfer annual or sick leave from one employee to another of the same or lower grade. Allow an employee to donate unused leave to the Public Service Assistance fund for emergency use by employees who are out of leave as a result of serious hardships.

f. Forfeiture of Annual Leave -- Allow all employees to carry over leave as SIS personnel do. At a minimum, allow unused leave to count toward retirement qualification.

g. Senior Secretarial Service -- Establish a Senior Secretarial Service (with appropriate rescaling of pay) to support SISers.

h. Quality of Life at the Out Buildings -- Plan improvements in the environment for personnel at the out buildings rather than leaving the buildings unimproved until the personnel move into the new building.

i. Control of Unclassified Material -- Limit the use of "Administrative Internal Use Only" or other controls on employee bulletins that contain material relevant to families of employees.

j. Parking at Headquarters -- Provide adequate parking at Headquarters for all employees coincident with the move to the new building.

k. Pay Cap for SIS Personnel -- Use DCI authority to establish a new pay scale above the current ceiling for Agency SIS personnel.

l. Employee Suggestions -- Streamline the employee suggestion system by having a full time staff and a secure phone to accept ideas. Do not require suggestors to develop their ideas but have a qualified staff to do that and to process ideas expeditiously. Provide the staff with terminals with AIM System access and Wang terminals with communications capability.

10. Another idea which merits further consideration is one concerning payments to SIS officers for accumulated annual leave. [redacted] an Office of Finance employee, suggested that a ceiling be placed on the amount of annual leave that an SIS could carry over every year and that the excess be placed in an interest-bearing account. At retirement or separation, the officer would draw the annual leave payments plus earnings in a lump sum or in a series of payments. I understand that the Agency could not implement this suggestion unilaterally and that legislation would probably be required. However, in the spirit of our excellence campaign, I endorse this idea and recommend that we continue to pursue means of adopting this suggestion.

[redacted]
R. E. Hineman

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